

# ARTS MASTER PLAN



# **ARTS MASTER PLAN**

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City of Chula Vista, California



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Appendix A: Background Information Report for the Chula Vista Arts Master Plan



## PURPOSE OF THE ARTS MASTER PLAN

The purpose of the Arts Master Plan is to provide recommendations regarding how the City of Chula Vista can increase the contributions of the visual and performing arts to the quality of life of the residents of Chula Vista, build upon and expand existing arts programs, provide recommendations for appropriate new facilities for the arts, and integrate the arts with the ongoing development and revitalization of the City.

## ORGANIZATION OF THE ARTS MASTER PLAN

The Arts Master Plan is organized into the following sections.

Section 1 – **The Chula Vista Setting for the Arts** – discusses the natural, historical, regional and developmental settings of the City which have influenced the recommendations.

Section 2 – **Existing Venues, Facilities and Programs** – describes the currently existing arts resources which provide a foundation for the recommendations to increase the presence of the arts in the life of Chula Vista

Section 3 – **Community Inputs** – describes the insights of the community regarding the value of the arts to individuals and the community and the community's observations regarding the potential to expand and invigorate the arts in Chula Vista.

Section 4 – **Public Funding and Investment in the Arts at the Local Level in California** – describes different funding mechanisms and methodologies that have proven to be beneficial to more than 70 California cities and counties.

Section 5 – **Recommendations** – describes a variety of programs, projects and funding means to expand and enrich the visual and performing arts in Chula Vista.



## EXECUTIVE SUMMARY

The Arts Master Plan process was undertaken with the firm belief that arts and culture can create a more livable city, stimulate the local economy, enhance the urban environment, celebrate the natural environment, engage a wide spectrum of people, and empower neighborhoods. Art has the power to draw the community together, creating opportunities not only for enjoyment and appreciation of beauty, but also for increased dialogue, cross cultural understanding, and intellectual growth.

The recent update of the City of Chula Vista's General Plan incorporated specific policies and objectives regarding the provision of arts and culture to the Chula Vista community for the first time in the history of the plan. The inclusion of arts and culture represented a watershed moment in the City's history and is perfectly in sync with the widely shared community belief that the arts should be an essential part of Chula Vista, both intrinsically and economically, and that the arts can and do make significant contributions to the quality of life.

In addition to opportunities to experience the arts throughout the community, Chula Vista stands on the verge of realizing several important and community-altering planning projects – renewal of the Urban Core, development of the Bayfront, and development of the University site. Incorporating arts and culture elements into the planning of these major projects is critical for the successful provision of arts and culture for the residents of Chula Vista for the future.

Interviews, focus groups and public meetings revealed broad support for the arts as well as the many challenges that currently thwart the ability of the arts to thrive in Chula Vista. Readily identified major challenges included: 1) a lack of performing and visual arts facilities; 2) limited funding; 3) lack of affordable spaces for artist housing and studios; 4) small number of Chula Vista-based arts groups; 5) lack of coordination of marketing and promotion; and 6) school budget constraints.

This Arts Master Plan contains three broad recommendations to address these challenges and thus increase the contributions of the arts to the people of Chula Vista. The Plan's recommendations are based on direct community input as well as the study of successful arts programs in other cities including Pasadena and San Diego. The goals of the Plan are to provide a civic environment where artistic expression and cultural diversity can flourish, where art becomes an essential element in the lives of all Chula Vistans, where the support and encouragement of artists is viewed as critical to the successful development of Chula Vista, and where City leaders philosophically and financially support the development and growth of the City's cultural resources.



## **GUIDING PRINCIPLES**

Inherent to the development of the Arts Master Plan were the following Guiding Principles that were first articulated in the Arts and Culture Element of the General Plan Update and subsequently embraced by the Citizens' Advisory Committee:

### **Arts Education is Essential**

The City values arts education as a critical component of learning for all people, both in the classroom and in other educational, recreational, and cultural settings. Arts education helps build academic skills, increase academic performance, improve behavior, reach kids who are at risk of dropping out of school, improve self-esteem, and build the kind of creative skills that are required of people in the workforce.

While learning in other disciplines may often focus on development of a single skill or talent, the arts regularly engage multiple skills and abilities. Engagement in the arts, whether the visual arts, dance, music, theatre or other disciplines, nurtures the development of cognitive, social, and personal competencies. When the arts become central to the learning environment, schools and other settings become places of discovery.

### **Public-Private Cooperation**

Cooperation between the City, artists, cultural organizations, and the private sector is essential to ensuring the well being of the cultural community. The City's primary role is, and should remain, one of "assistance to" rather than "responsibility for" the provision of cultural services.

### **Economic Impact**

A healthy, vibrant cultural environment enhances the economic vitality of the City. The arts are valued as an industry because of their contribution to the City's economy, which encompasses quality of life, economic development, and tourism.

### **The Arts Bring Together Diverse People**

Artistic, cultural educational and humanistic activities are essential aspects of the life of the City. All Chula Vista residents should be provided equal opportunities for access to the arts and the means of cultural expression. Cultural expression provides a bridge of understanding among the City's diverse cultures.

### **Citizen Involvement**

Citizen involvement is an essential component of the City's cultural planning and decision-making processes. The arts are integral to civic dialogue and community building.



## SUMMARY OF RECOMMENDATIONS

A creative, committed workforce, and in particular, a thriving community of artists, is vital to a rich civic life. Artists and other creative workers can make meaningful, unique contributions to Chula Vista in economic, physical and social terms. Investing in the creative sector is smart economics. It is also essential to promoting Chula Vista as a vibrant, progressive city. Chula Vista's policies, systems and spending priorities should enable artistic talent to flourish for the benefit of the entire community.

This Arts Master Plan document is a roadmap for Chula Vista's future, a future where Chula Vista is a place that champions its diverse heritage and embraces and supports the arts. The recommendations are based on the successful experiences of the Plan's consultants in other California cities including Pasadena and Riverside, the considerable feedback received from local interviews, focus groups and public meetings, the recommendations of the City's Cultural Arts Commission, and Arts and Culture staff study of other cities' successful arts and culture programs.

The Plan's specific recommendations are as follows:

### 1. ADOPT POLICIES TO SUPPORT THE GROWTH OF PUBLIC ART

Introduction: More than 70 California cities have Public Art Programs in place. These programs, from small population cities like Emeryville (pop. 6,882) to large cities like San Diego, share similar goals: to create an artistic and visual harmony among the cities' buildings, landscapes and open spaces, and to serve the people of the community by bringing art into their daily lives and ensuring that the visual experience of the city is enriching and engaging.

Increasingly, cities are discovering the power of public art in creating a unique sense of place and preserving and celebrating history, heritage and culture. Public art also creates greater opportunities for cultural tourism, economic development and image building.

It is recommended that the City address the need for increased funding of public art, as well as the visual and performing arts in Chula Vista, in accordance with the recently adopted policies of the General Plan Update. In particular, Policy PFS20.1 states, in part, "*Prepare a citywide Cultural Arts Master Plan that....recommends ongoing financial support for the arts through consideration of a percentage for arts program....*" In addition, Policy PFS 20.3 states "*Encourage the installation of art pieces in publicly owned spaces and require developers to pay fees or provide art pieces that serve to enhance an individual project and contribute to the appearance and vitality of the development.*"

### **1.1. Adopt a 2% for Art Policy on City Capital Improvement Projects (CIP) >\$250,000**

This recommended policy would be specifically for the City's above-grade projects of \$250,000 or more within and out of redevelopment areas. It is further recommended that Council revise the Chula Vista Redevelopment Agency's current 1% for Art Policy (applicable only to Towncenter I and Bayfront as adopted in 1979) to a 2% for Art Policy and expand to all redevelopment zones. It is recommended that street paving/sealing and sidewalk rehabilitation projects, curb and gutter installations, and ADA curb ramp installations and modifications be exempted from this policy, along with those portions of other CIP project budgets that have outside funding sources (e.g. Transportation Sales Taxes, Gas Taxes, etc.) that prohibit use of funds for anything outside of specific project expenses.

### **1.2. Adopt a 2% for Art Policy on Private, Non-residential, Commercial Development Projects >\$250,000**

This 2% for public art policy could be satisfied through provision of a suitable onsite public art piece or art elements that have successfully passed the review of the Public Art Sub-Committee and Cultural Arts Commission or through a developer paid contribution to a Public Art Trust Fund in lieu of public art. The 2% set-aside should be based on projected building construction costs documented on building permit applications.

*Note: This Plan recommends 2% for Arts policies on City CIP and Commercial CIP instead of 1% for Arts policies for the following reasons:*

- A recent survey of public art programs nationwide revealed that 1% for Arts policies or ordinances are falling short of providing the necessary funds for the purchase of quality art pieces as well as ongoing maintenance, and administration costs of the programs.
- Typically, around 70% of monies collected are spent on the purchase of the public art piece, and the remaining 30% of the monies are spent on site preparation, installation and maintenance (preservation, restoration and repair) plus program administration (community participation activities, project documentation, publicity, community education activities).
- Several California cities that have had long-term One Percent for Arts programs in place have recently increased to Two Percent, including Pasadena, San Diego, Sacramento, Santa Cruz, Stockton, Ventura, San Jose and San Francisco. Program administrators in each of these cities have experienced difficulty in providing funding for the specialized maintenance required for public art pieces under their previous One Percent programs.

As an example of why a 2% for Arts Policy is more desirable than a 1% for Arts Policy for the City of Chula Vista, consider the following example:

**Chula Vista Fire Station #7**

*Actual Building Costs = \$5.2 million*

*A 1% for Arts policy would have generated \$52,000*

*A 2% for Arts policy would have generated \$104,000*

*Actual purchase cost for the bronze 9/11 commemorative public art sculpture "Courage, Dedication, Honor" = \$75,000*

*Installation, site preparation, ongoing maintenance, and preservation is estimated at \$30,000+*

*Total actual cost for public art installation = \$105,000+*



### **1.3. Establish a Public Art Trust Fund**

This new City-controlled Public Art Trust Fund would be a perpetual fund that would exist for the purpose of receiving and expending Percent for Arts policy monies and other monetary contributions. Recommended allowable expenditures and definitions of eligible artworks are as follows:

#### **Public Art Works Expenditures:**

- Commissioned or acquired/purchased original art pieces
- Structures which enable the display of artwork
- Design, materials, and fabrication fees
- Labor and other contracted services for production and installation
- Permit and/or certificate fees
- Business and legal costs directly related to the public art project
- Transportation, site preparation, installation, and additional utility costs

- Insurance
- Artist travel and per diem expenses

**Public Art Program Operating Costs:**

- Program management including staff time, direct costs and overhead
- Documenting and cataloging
- Maintaining/refurbishing public art when the cost of such maintenance exceeds funds available for maintenance of public property in general
- Expenses which are, or may become, an integral part of the public art program including community educational activities and public events

**Eligible Artworks**

- Sculpture: free-standing, wall-supported or suspended; kinetic, electronic; in any material or combination of materials
- Murals or portable paintings: in any material or materials,
- Earthworks, fiber works, neon, glass, mosaics, photographs, prints, calligraphy, any combination of forms of media including sound, literary elements, film, holographic images and video systems; hybrids of any media and new genres
- Furnishings or fixtures, including but not limited to gates, railings, streetlights, signage, seating, fountains, and shade structures, if created by artists as unique elements or limited editions
- Artistic or aesthetic elements of the overall architecture or landscape design if created by a professional artist or a design team that includes a professional visual artist
- Temporary artworks or installations
- Incremental costs of infrastructure elements, such as soundwalls, utility structures, bus and trolley stops, roadway elements and other such items if designed by a professional artist or a design team that includes a professional visual artist

**Ineligible Artworks**

- “Art objects” which are mass produced or of standard manufacture, such as playground equipment, fountains or mass produced statuary
- Landscape architecture and landscape gardening except where those elements are designed by a professional visual artist and/or are an integral part of an artwork by an artist

## **2. SUPPORT AND EXPAND THE ARTS IN CHULA VISTA**

Introduction: Reports on the economic impact of the nonprofit arts and culture industry in various California communities have demonstrated that investing in this industry does not come at the expense of economic benefits, but rather strengthens the economy and fuels economic revitalization by supporting local jobs, stimulating consumer spending, and generating revenue to local governments. In short, arts and culture are good for business and the local economy.

Dr. Richard Florida, the Hirst Professor of Public Policy at George Mason University and a Senior Fellow at the Brookings Institution, stated in his 2002 best-selling book, *The*

*Rise of the Creative Class and How It's Transforming Work, Leisure, Community and Everyday Life*, "The bottom line is that cities need a people climate even more today than they need a business climate. This means supporting creativity across the board--in all of its various facets and dimensions--and building a community that is attractive to creative people, not just to high-tech companies. And as former Seattle mayor Paul Schell once said, success lies in "...creating a place where the creative experience can flourish. Instead of subsidizing companies, stadiums and retail centers, communities need to be open to diversity and invest in the kinds of lifestyle options and amenities people really want. In fact, you cannot be a thriving high-tech center if you don't do this."

## **2.1. Enhance Existing Opportunities**

Introduction: Arts and culture opportunities within Chula Vista are often neighborhood-related. For example, the City of Chula Vista's Recreation Department offers a variety of dance, music, and visual arts classes to people of all ages at many of the existing community/recreation centers. The Chula Vista Public Library provides gallery space for the visual arts at the South Chula Vista Branch Library, and the Civic Center Branch Library offers free film festivals and other cultural programs on a regular basis.

In order to continue connecting neighborhood residents to the arts, arts programs, events and classes should be expanded at existing and proposed community/recreation centers, parks and libraries. The General Plan also recommends the creation of community Parks throughout the City. These large parks should include unique landscaping, gardens, museum spaces, public art pieces, and performance spaces. Neighborhood arts programs should also be provided in these future community Parks.

Planning for public facilities and programs, including parks, elementary schools and recreation centers, has been a validated part of the historical tradition of planning for good neighborhoods. Some of the planning for portions of eastern Chula Vista has been based on the concept of village planning. These villages incorporate many of the principles of traditional neighborhood planning while also recognizing the positive potentials for community interaction that can be created by grouping schools, parks, recreation/community centers, artistic elements and performance spaces.

To enhance existing opportunities to further arts and culture, the City should:

- Renovate the Civic Center Library Auditorium
- Conduct a needs assessment for expansion/relocation of the Chula Vista Heritage Museum
- Integrate the visual and performing arts in the planning for the University site
  - Explore forming a college of Fine Arts at University
  - Provide performance and exhibition spaces
  - Provide cross-cultural visual and performing arts programs
  - Link to school districts' visual and performing arts programs
  - Involve Office of Arts and Culture staff and the Cultural Arts Commission

- in concept development phases
- Extend the energy of the arts to all Chula Vista neighborhoods and villages and create additional citywide arts focal points
  - Expand neighborhood arts programs, events and classes
  - Create neighborhood and village arts plans
  - Create an artist colony
  - Create additional citywide arts focal points at Southwestern College, Olympic Training Center, Eastern Urban Center, and other locations

## **2.2. Create a Northwest Area Arts District**

Nearly all of the participants in the community inputs process emphasized that the City of Chula Vista and the South Bay region have a great need for performing arts venues and visual arts facilities. The planned revitalization of the Urban Core and the ongoing Bayfront development plans present unprecedented and timely opportunities for Chula Vista to create prominent, appropriate locations for performing and visual arts venues and facilities, as well as places for artists to both live and work.

The Northwest Area Arts District should encompass the Urban Core planning area and the Bayfront Development area, with H Street designated as an Arts Corridor.

- Prepare a feasibility study for the location and development of a Downtown Arts Center and a Bayfront Arts Center
- Assist in the development of Artist Activated Spaces within the District
- Create H Street Arts Corridor

## **2.3. Create a Blue Ribbon Task Force to Generate Major Funding for the Arts**

This Blue Ribbon Task Force should be appointed by Council and should be comprised of City neighborhood, business and educational leaders who would be charged with a concentrated effort of raising private funds on a major scale. Recent and current developers of eastern Chula Vista, the Bayfront and other major projects in Chula Vista, as well as wealthy individuals, should be given the opportunity to contribute funds for near term construction of new visual and performing arts facilities and to provide for support/expansion of existing facilities. The Chula Vista Public Library Foundation could serve as the tax-exempt fiscal agent for receipt of charitable gifts and grants.

## **2.4. Address Short and Long-term Funding Needs**

The City of Chula Vista's financial support of local arts groups and arts activities in public schools has been, to date, restricted to the annual re-granting of monies received through a contractual agreement with House of Blues® and Coors Amphitheater. These pass-through funds have totaled in the \$35,000-\$50,000 range for the past seven years and have been re-granted to local groups and schools in amounts ranging from \$500 - \$2,500 each. Input from local arts leaders and school administrators indicated that these small grants, while appreciated, have no long term impact on the provision of arts and culture programming in Chula Vista and

have had no impact on the provision of additional arts and culture facilities.

It is recommended that the City address both short and long-term financial needs of the arts in the following ways:

- Assess periodically the funding needs of local arts groups and school arts programs
- Increase the funding for the Mayor's Performing and Visual Arts Task Force Grants from the current annual \$35,000-\$50,000 level
- Continue and expand collaborations and partnerships with local and regional arts groups and schools
- Instruct the Cultural Arts Commission and staff to investigate and recommend to Council specific public and private funding methodologies that have proven successful in other municipalities.

Additional funding would allow the City and its partners to:

- Support the growth of local arts groups
- Support professional arts performances and exhibits taking place within Chula Vista
- Support a broad range of neighborhood arts programs
- Support future cultural arts centers
- Enhance cultural tourism through support of marketing and promotion efforts

## **2.5. Enhance the Role of the Cultural Arts Commission**

The role of the Cultural Arts Commission is to advise the City Council on matters related to arts and culture. That role should be enhanced to include providing guidance for the implementation all of the recommendations contained in the Arts Master Plan.

- Oversee implementation of the Arts Master Plan
- Recruit more artists/arts administrators to Commission
- Provide annual report to Council
- Preserve artists' rights
- Develop a plan for oversight of public art cataloguing
- Oversee five-year public art maintenance surveys
- Oversee periodic renewal of the Arts Master Plan
- Advocate for adequate staffing for Office of Arts and Culture

## **3. INCREASE MARKETING AND PROMOTION OF THE ARTS**

Introduction: Chula Vista should be the hub of cultural activities for people living in the South Bay. Chula Vista is already recognized for the beauty of its natural environment, historic residential architecture, and diverse cultural life. Arts and culture events and festivals are important assets in the City's tourism industry and are marketable products to residents, visitors and future conventioners. Encouraging cultural tourism will help



the City stimulate its economy by redefining its image, providing a return on investment in cultural attractions, promoting Chula Vista's historic character as an asset, and generating new tax revenues to support City services.

### **3.1. Implement a Comprehensive Arts Marketing and Promotion Program**

- Create an Arts Movement program
- Create City art gateways at points of connection with regional freeway system and at existing and proposed transit stations
- Create an arts banner program to demarcate arts districts
- Publish arts movement and art walk maps
- Designate an arts shuttle bus for the Northwest Area Arts District
- Establish Art Nights in Chula Vista
- Expand regional dialogues/programs with San Diego and Baja California

